Courts Administration Service

2009-2010

Report on Plans and Priorities

Honourable Rob Nicholson P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

Table of Contents

Chief Administrator's Message 1

Section I — Departmental Overview 3

Raison d'être 4

Strategic Outcome and Program Activity Architecture (PAA) 8

Planning Summary 10

Financial Resources 10

Human Resources (Full-Time Equivalent—FTE) 10

Contribution of Priorities to Strategic Outcome 12

Our Operating Context 14

Expenditure Profile 16

Section II — Analysis of Program Activities by Strategic Outcome 19

Registry Services 20

Judicial Services 22

Internal Services 24

Section III: Supplementary Information 27

List of Supplementary Information 28

Contacts for Further Information 28

Chief Administrator's Message

I am pleased to present the 2009-2010 Report on Plans and Priorities for the Courts Administration Service (the "Service").

The Service is a model for the administration of court services that is unique internationally and has garnered attention from jurisdictions from around the world. We provide services to four separate, independent federal superior courts of record and their clients while maintaining their independence from the executive branch of government. The participation of the Service in numerous international judicial exchange projects speaks to the expertise and quality of the services provided by Service employees, and I am proud of our achievements in this regard.

The dual role set out in our enabling legislation, that is, providing services to, and safeguarding the independence of the judiciary while ensuring accountability for the use of public money necessitates that we continually review and strengthen our internal management practices and improve the quality of services we provide.

These two broad priorities, reviewing and strengthening our internal management practices and improving the quality of our services, are clearly reflected in this Report on Plans and Priorities for fiscal year 2009-2010. The Service will continue to take full advantage of the latest technologies to modernize the ways in which we do business and the means by which our clients can access the judicial system. In addition, we have strengthened our planning and reporting capacity to ensure we remain on the right track, and will focus on other key management initiatives such as integrated risk management.

An important issue facing the Service is the retention of our experienced and skilled talent pool. Like most employers today, we must continue to attract and retain the right people with the right skills to maintain our long-established reputation for outstanding service to the Courts we serve and to the public. Significant progress will continue to be made in the areas of integrated human resource planning, talent management, continuous learning, and competency development. Our goal is to be the employer of choice in the Canadian judicial environment.

I am proud to be part of an organization that is a key player in the smooth running of the Canadian judicial system and would like to thank our employees for their commitment to excellence.

Raymond P. Guenette

Section I — Departmental Overview

Raison d'être

The Courts Administration Service was established on July 2, 2003 with the coming into force of the *Courts Administration Service Act*, S.C. 2002, c. 8 (the *Act*). The *Act* served to amalgamate the former registries and corporate services of the Federal Court of Canada and the Tax Court of Canada.

The role of the Service is to provide effective and efficient registry, judicial and corporate services to four courts of law — the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The Service also enhances judicial independence by placing the judiciary at arm's length from the federal government, while ensuring greater accountability for the use of public money.

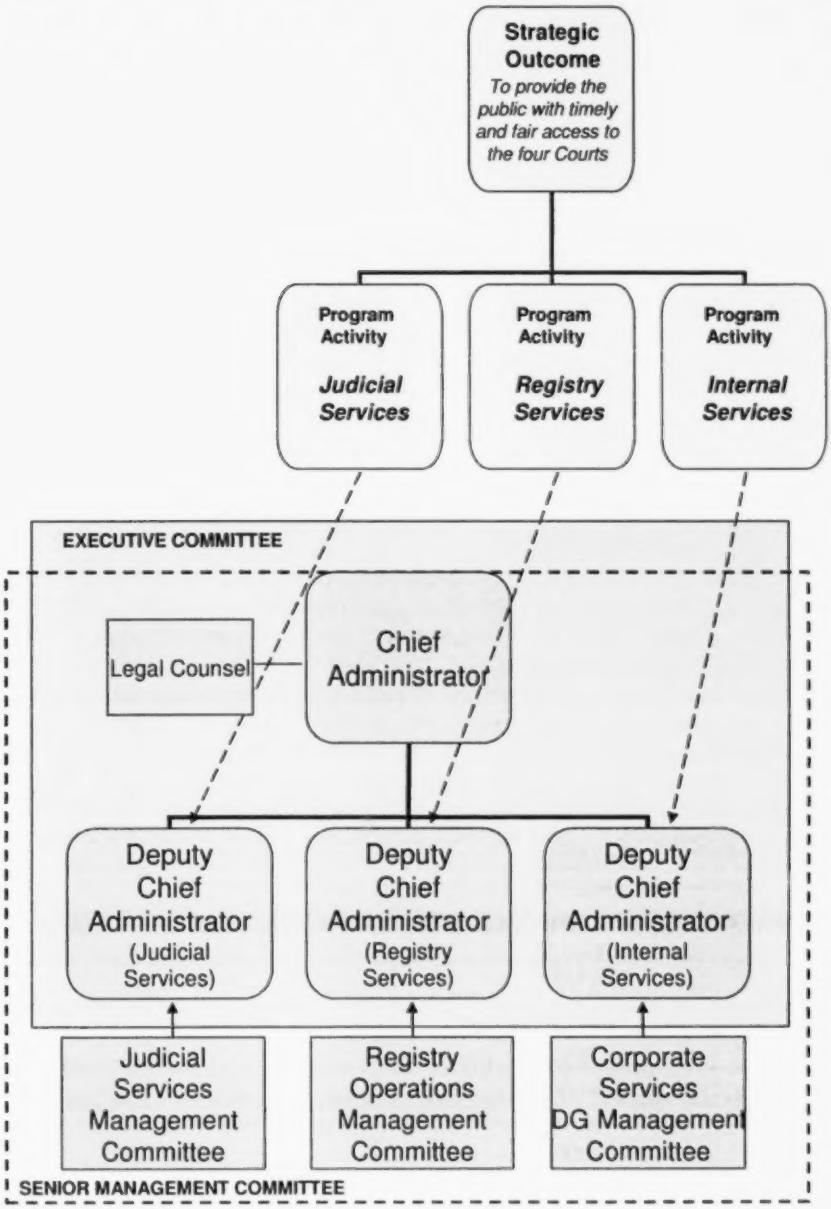
The four courts served by the Service are superior courts of record. All of these courts were created by the Parliament of Canada pursuant to its authority under section 101 of the *Constitution Act, 1867* to establish courts "for the better administration of the Laws of Canada".

This unique model of court administration – the provision of consolidated administrative and registry services to multiple courts by an entity at arm's length from the executive branch of government – is internationally recognized as a best practice. The Service has been actively participating in several international judicial exchange programs, notably with various courts in Russia, Ukraine and China. In addition, regular visits by foreign delegations seeking to benefit from the Canadian experience have built a reputation of excellence for the Service and admiration for the functioning of Canadian courts at the federal level.

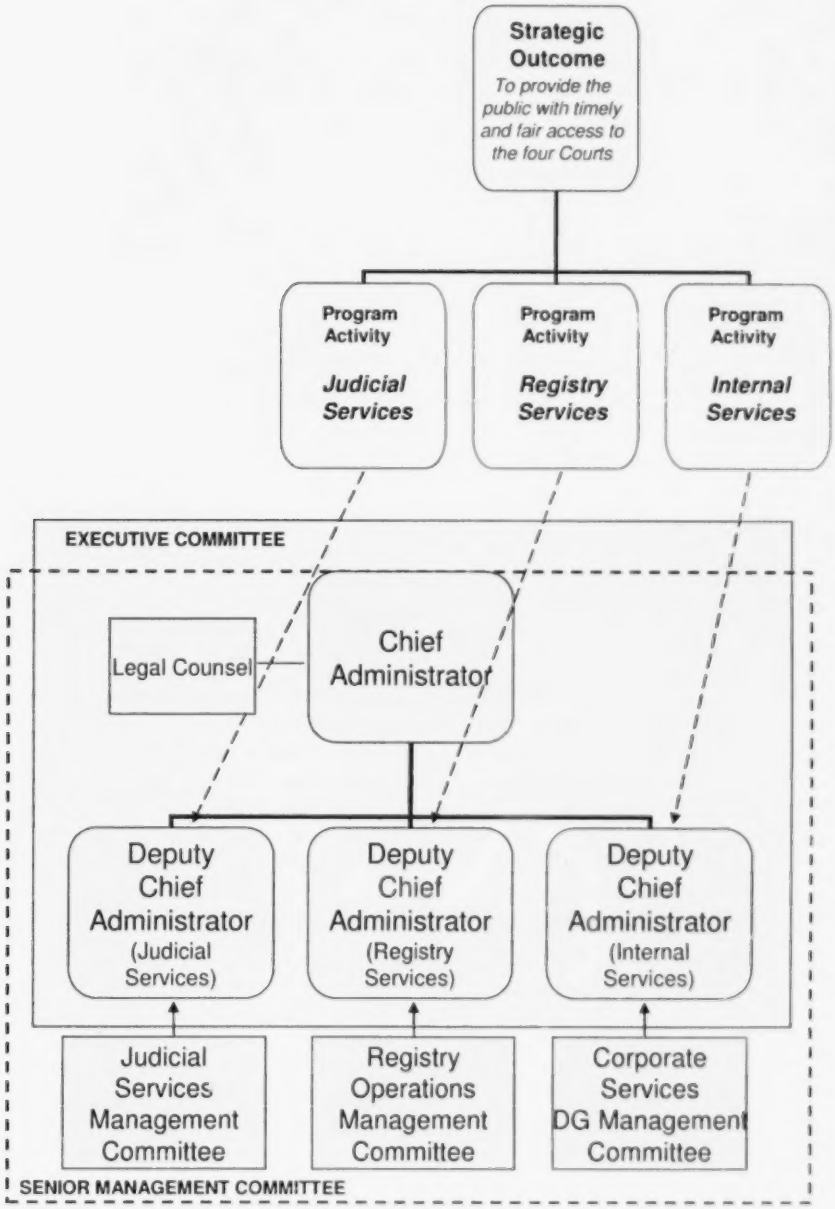
One of the objectives of the *Courts Administration Services Act* is to facilitate coordination and co-operation among the four Courts for the purpose of ensuring the effective and efficient provision of administrative services to those Courts. While attempting to harmonize administrative and registry services wherever possible, the Service must also take into account the independence that each Court enjoys in the conduct of its affairs.

In that context, the Chief Administrator meets regularly and works closely with the four Chief Justices in order to strike the appropriate balance between harmonization, efficiency and independence.

In its Program Activity Architecture (PAA), the Service has only one strategic outcome supported by three Program Activities. These three Program Activities mirror the organizational structure of the Service:



In its Program Activity Architecture (PAA), the Service has only one strategic outcome supported by three Program Activities. These three Program Activities mirror the organizational structure of the Service:



What We Do

The Service supports the four courts and makes it easy for individuals, companies, organizations, and the Government of Canada to submit disputes and other matters to the courts. The Service also enables the courts to hear and resolve the cases before them fairly, expeditiously and as efficiently as possible.

The Functions of the Service

The Service plays a key role in:

- providing the judiciary, litigants and their counsel with services relating to court hearings;
- informing litigants about rules of practice, court directives and procedures;
- maintaining court records;
- acting as liaison between the judiciary, the legal profession and lay litigants;
- processing documents filed by or issued to litigants;
- recording all proceedings;
- serving as the entity where individuals seeking enforcement of decisions made by the courts and federal administrative tribunals, such as the Canada Industrial Relations Board and the Canadian Human Rights Tribunal, may file pertinent documents;
- providing judges, prothonotaries and staff with library services, appropriate facilities and security; and
- providing support services to the judiciary.

To facilitate accessibility to the courts by parties, the Service has approximately 630 employees in ten (10) permanent offices in Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Alberta and British Columbia. In addition, registry services and courtrooms in other locations are provided through agreements with provincial and territorial partners in Newfoundland and Labrador, Prince Edward Island, New Brunswick, Saskatchewan, Nunavut, the Northwest Territories and the Yukon Territory.

The broad priorities of the Service for 2009-2010, as described in this document, are to continue to improve the level and quality of services provided to our clients and stakeholders, and to strengthen our internal management practices.

The sole Strategic Outcome for the Service reads as follows:

The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.

The Courts We Support

The **Federal Court of Appeal** has jurisdiction to hear appeals from decisions of the Federal Court and the Tax Court of Canada and certain other statutory appeals. It also has exclusive jurisdiction to hear and determine applications for judicial review of decisions of 16 federal boards, commissions and tribunals listed in section 28 of the *Federal Courts Act*. Parties to a proceeding in the Federal Court of Appeal may be granted leave, or permission, to appeal a decision of the Federal Court of Appeal to the Supreme Court of Canada if the case involves a question of public importance. For further information on the Federal Court of Appeal, please refer to http://www.fca-caf.gc.ca.

The **Federal Court** is a court of first instance. It has original, but not exclusive, jurisdiction over cases by and against the Crown (including Aboriginal law claims), and proceedings involving admiralty law and intellectual property law. It also has exclusive jurisdiction over national security proceedings and appeals under 110 federal statutes, as well as applications for judicial review of the decisions of all federal boards, commissions and tribunals other than those over which the Federal Court of Appeal has jurisdiction. This jurisdiction includes, in particular, applications for judicial review of decisions of the Immigration and Refugee Board. For further information on the Federal Court, please refer to http://www.fct-cf.gc.ca.

The main function of the **Court Martial Appeal Court of Canada** is to hear appeals from courts martial, which are military courts established under the *National Defence Act* and which hear cases under the *Code of Service Discipline* found in Parts III and VII of that Act. Judges of the Federal Court of Appeal and the Federal Court, as well as certain incumbent trial and appellate judges of the provincial superior courts are members of this Court. For further information on the Court Martial Appeal Court of Canada, please refer to http://www.cmac-cacm.ca.

The **Tax Court of Canada** is a specialized court of law that decides matters involving taxpayers and the federal taxation authorities. The Court enables taxpayers and businesses to resolve disputes arising from such issues as payment of income tax and goods and services tax, and whether employment is insurable and pensionable for the purposes of the *Employment Insurance Act* and the *Canada Pension Plan*. For further information on the Tax Court of Canada, please refer to http://www.tcc-cci.gc.ca.

Strategic Outcome and Program Activity Architecture (PAA)

Strategic Outcome	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada
Program Activity	Expected Results
Registry Services	• Awareness and understanding of the litigation processes in order to ensure that the public and parties have access to the Courts • Access to the Courts through decentralized registry services • Complete files at the time of hearings
Judicial Services	• Judges have the tools and resources they need to perform their functions • Members of the bar, key stakeholders and the public receive information concerning the status of proceedings, judgments rendered and court operations • Establishment of a communications network with members of the bar and key stakeholders in order to understand their concerns
Internal Services	• Not applicable

COURTS ADMINISTRATION SERVICE

STRATEGIC OUTCOME

The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada

THREE PROGRAM ACTIVITIES

Registry Services

Federal Court of Appeal and Court Martial Appeal Court of Canada Registry Operations

Federal Court Registry Operations

Tax Court of Canada Registry Operations

Regional Registry operations – Quebec & Atlantic, Ontario, and Western

Modernization

Judicial Services

Judicial Executives Services

Judicial Assistants Services

Law Clerks Program

Library Services

Jurilinguistic Services

Chauffeurs and Court Attendants Services

Translation and Distribution Services

Corporate / Internal Services

Management and Oversight Services

Communications Services

Legal Services

Human Resources Management Services

Financial Management Services

Information Management Services

Information Technology Services

Real Property Services

Materiel Services

Acquisition Services

Travel and Other Administrative Services

Strategic Outcome and Program Activity Architecture (PAA)

Strategic Outcome	The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada
Program Activity	Expected Results
Registry Services	• Awareness and understanding of the litigation processes in order to ensure that the public and parties have access to the Courts • Access to the Courts through decentralized registry services • Complete files at the time of hearings
Judicial Services	• Judges have the tools and resources they need to perform their functions • Members of the bar, key stakeholders and the public receive information concerning the status of proceedings, judgments rendered and court operations • Establishment of a communications network with members of the bar and key stakeholders in order to understand their concerns
Internal Services	• Not applicable

COURTS ADMINISTRATION SERVICE

STRATEGIC OUTCOME

The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada

THREE PROGRAM ACTIVITIES

Registry Services

Federal Court of Appeal and Court Martial Appeal Court of Canada Registry Operations

Federal Court Registry Operations

Tax Court of Canada Registry Operations

Regional Registry operations – Quebec & Atlantic, Ontario, and Western

Modernization

Judicial Services

Judicial Executives Services

Judicial Assistants Services

Law Clerks Program

Library Services

Jurilinguistic Services

Chauffeurs and Court Attendants Services

Translation and Distribution Services

Corporate / Internal Services

Management and Oversight Services

Communications Services

Legal Services

Human Resources Management Services

Financial Management Services

Information Management Services

Information Technology Services

Real Property Services

Materiel Services

Acquisition Services

Travel and Other Administrative Services

Planning Summary

Financial Resources ($ Millions)

2009–10	2010–11	2011–12
61.4	57.5	57.4

Human Resources (Full-Time Equivalent—FTE)

2009–10	2010–11	2011–12
630	630	630

Summary Table:

Strategic Outcome: *The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*	
Performance Indicators	**Targets**
Satisfaction rate among parties participating in the judicial process at CAS	To be determined based on baseline results Improvements in subsequent years

Program Activity[1]	Forecast Spending 2008–09	Planned Spending			Alignment to Government of Canada Outcomes
		2009–10	2010–11	2011–12	
Registry Services	29.5	**26.3**	25.8	25.7	The Service supports the Judicial Branch of the Government of Canada. As such, its contributions affect several of the broad outcome areas including economic affairs, social affairs, international affairs, and government affairs.
Judicial Services	17.2	**19.3**	19.0	19.0	
Internal Services	20.3	**15.8**	12.8	12.7	
Total Planned Spending	67.0	**61.4**	57.5	57.4	

Numbers in table may not add up due to rounding.

Further information on Planned Spending can be found at:
http://cas-ncr-nter03.cas-satj.gc.ca/portal/page/portal/CAS/09-10_detail_eng

Please see Departmental Spending Trend page 16 for changes between fiscal years.

Please note that in 2008-2009, the Chauffeurs and Court Attendants Services as well as the Translation and Distribution Services sub-activities were reflected in the Internal Services Program Activity. As of 2009-2010 they are being reflected in Judicial Services to better reflect the activities conducted at Court Administration Service.

---

[1] For program activity descriptions, please access the main Estimate online at http://www.tbs-sct.gc.ca/pre-est/estime.asp .

Contribution of Priorities to Strategic Outcome

Operational Priority	Type	Links to Strategic Outcome	Description
Improve service delivery, across the three Program Activities, to CAS clients and stakeholders, both internal and external	New Priority Previously, the Service had as a priority the "Modernization of our business processes and registry services operations"; this new priority is broader, applying to the three Program Activities.	This priority contributes directly to the sole Strategic Outcome of the Service: *The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*	Services provided to the Judiciary and litigants are the essence of why the Service exists; fair and timely access to the Courts is enhanced through both internal and external service improvement initiatives. • Finalize implementation of new Case Management System for improved Registry services • Increased use of modern technology such as scanning, electronic filing and digital audio recording to facilitate digitization of records and, ultimately, complete court files • Emphasis on client service standards and client satisfaction surveys • Review Registry processes to improve efficiency and harmonization • Review of business processes related to issuance, translation and publication of court decisions • Improved delivery of internal services to support Registry and Judicial Services in the achievement of their objectives

Management Priority	Type	Links to Strategic Outcome	Description
Strengthening internal management practices	New Priority	This priority contributes directly to the sole Strategic Outcome of the Service: *The public has timely and fair access to the litigation processes of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada.*	Management excellence within the Service is key to the continued capacity to deliver quality services to the judiciary and litigants. • Implementation of Integrated Risk Management (IRM) • Development and implementation of an effective people and knowledge management strategy • Integrated business and human resources planning

Our Operating Context

The Courts Administration Service faces unique challenges, most of which have provided opportunities for innovative improvements in achieving our strategic outcome.

Accommodation, Workload and Resource Utilization

The creation of the Service brought together two different organizations with completely different systems, rules, policies, processes and cultures. The new Service has devoted much time and energy to bringing them together with a view to creating the "single point of service" envisaged by the enabling legislation. Systems have been harmonized, and a common Case Management System for the four Courts is under development to replace the two existing legacy systems.

The greatest obstacle to integration to this point, however, has been the fact that the judiciary as well as registry and corporate staff within the National Capital Region (NCR) are housed in five different buildings across the downtown area. With a view to maximizing the efficient use of human and financial resources in supporting the four Courts, a priority has been to co-locate all NCR employees of the Service in one location.

Senior management has worked collaboratively with Public Works and Government Services Canada (PWGSC), with the result that the Thomas D'Arcy McGee building has been identified as the long-term accommodation solution for the judiciary and the Courts Administration Service. Space will be made available over the coming years as existing tenants are relocated.

A common registry location will allow for increased cross-training of staff in the rules and procedures of the four Courts. This will lead to greater flexibility in responding to fluctuations in workload across the Courts, and improved services to registry clients. In the longer term, the eventual centralization of Corporate Services staff with the judiciary and Registry staff will result in more timely and efficient service delivery to our internal clients.

Changing Technology and Client Expectations

The Service continues to respond to the changing expectations of both litigants and the judiciary by renewing its service delivery and taking advantage of new technologies wherever possible. Clients and the judges increasingly expect to have automated tools and methods at their disposal: clients for the purpose of interacting with the Courts, and the judges for the discharge of their judicial functions.

The ultimate goal of the Service is to make available to staff, the judges and the public complete electronic files. The development of a common case management system is a key milestone, as it will support electronic filing, scanning of documents, electronic fax receipt, digital audio recording of court proceedings and electronic dissemination of decisions.

Developing a new common case management system has provided an opportunity for the Service to undertake a concurrent review of registry work processes which will result in

the alignment of systems, workflows and information technology across the organization, while continuing to provide customized services to the different courts as required.

The Service is concerned with providing an appropriate and a uniform level of service to both the judiciary and the public throughout its offices. The development, implementation and measurement of Registry service standards across the country as well as client surveys are essential to achieving this objective. Significant effort is required to review and harmonize processes and workflows.

Physical Security

The physical security of the judges of the four Courts, the staff of the Service and other parties participating in court hearings is a significant concern. The Courts hear cases involving high-profile issues or litigants, and these cases sometimes involve parties, litigants or others who may pose a security threat. The Service must therefore ensure that its courtrooms are equipped with appropriate security staff and related screening equipment.

Adding to this challenge is the fact that the Courts supported by the Service are itinerant Courts in that the judges travel across the country to hear cases. For example, in the case of the Tax Court of Canada, hearings are held in approximately 60 locations across the country. Providing appropriate physical security for sittings that may be held in borrowed or rented facilities is a difficult proposition requiring significant resources.

Threat and risk assessments have determined what equipment is needed, and the development of a National Security Strategy by the Service will ensure a consistent approach to the use of scanning equipment and presence of security staff across the country. The Service is working to secure the resources necessary for this important initiative.

Accountability and Modern Management

An objective set out in the *Courts Administration Service Act* is to "enhance accountability for the use of public money in support of court administration while safeguarding the independence of the judiciary". The Service must ensure it maintains strong internal management practices and controls in order to meet its obligations and accountabilities to Parliament, central agencies and the public.

In 2008-2009, the Service underwent a review of its management practices to prepare for Round VI of the Management Accountability Framework (MAF) exercise. This review brought to light certain areas of management within the organization that require attention and action, and others which could be further strengthened.

As part of the management priorities outlined in this document, the Service will focus on:

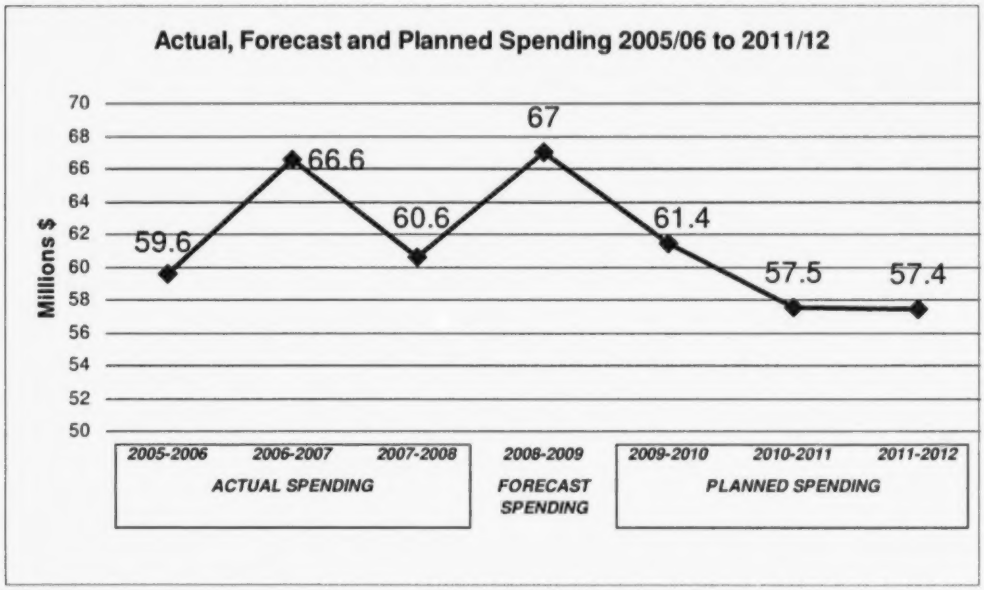
- implementing formal risk management practices;
- strengthening and integrating its business and human resources planning; and
- implementing its comprehensive knowledge and people management strategy.

People Management is a key priority for a service-driven organization such as the Courts Administration Service. An integrated Human Resources (HR) Plan has been developed with related emphasis on staffing subdelegation training for managers, development of

online HR tools, development of competency profiles and a complete review of the suite of classification and staffing policies. The capacity of the Human Resources Services division has been greatly enhanced of late in order to provide the necessary support and expert advice to managers.

Expenditure Profile

Departmental Spending Trend



Notes:

The above variances, to the extent that they are not explained below, are due to items such as the operating budget carry-forward, pay list shortfalls, the variation in Employee Benefit Plan (EBP) percentages, the Program integrity funding to cover salaries and support for prothonotaries and fees for deputy judges, as well as the government-wide cut from the Expenditure Review Committee and compensation under new collective agreements.

2006-2007:

Some of the major changes include:

$4.2M increase in funding for fit-up requirements for the Service's Federal Judicial Centre (FJC) accommodation in Toronto ($4.5M in 2006-2007; $0.3M in 2005-2006).

$0.4M increase for the ARLU Reprofiling of Year 2000 Loan Rescheduling.

2007-2008:

Some of the major changes include:

$4.5M decrease for sunset funding in 2006-2007: funding for fit-up requirements for the Service's Federal Judicial Centre (FJC) accommodation in Toronto.

$1.4M decrease due to the modification of the calculation of the Public Account Lapse to reflect the full spending authorities available to the department for the Pay list Shortfall.

$0.3M decrease for sunset funding in 2006-2007: funding to address short-term Immigration pressures to reduce inventory of citizenship grant and proof applications as well as sponsored parent and grandparent applications.

2008-2009:

Some of the major changes include:

$2.2M increase, funding to implement Bill C-3, *An Act to amend the Immigration and Refugee Protection Act.*

$1.3M increase, funding for the relocation of employees within the National Capital Region to 90 Sparks Street, Ottawa.

$3.1M increase for the lapse in 2007-2008 Public Accounts. In 2008-2009 the forecast spending assumes all authorities are spent; actual spending does not. Hence the $3.1M lapse in 2007-2008 is a cause of variation between 2007-2008 & 2008-2009.

$0.3M decrease, sunset funding in 2007-2008 for the Sawridge aboriginal case.

2009-2010

Some of the major changes include:

$1.5M increase in funding to implement Bill C-3, *An Act to amend the Immigration and Refugee Protection Act* (In 2008-2009 $2.2M and in 2009-2010 $3.7M).

$1.3M decrease, sunset funding in 2008-2009 for the relocation of employees within the National Capital Region to 90 Sparks Street, Ottawa.

$0.3M decrease, sunset funding in 2008-2009: funding to Implement the *Public Service Modernization Act.*

$2.2M decrease, sunset funding in 2008-2009: No amount is included for funding for prothonotaries' salaries and deputy judges' fees. The Courts Administration Service continues to seek a permanent solution for this item. Despite attempts to resolve this longstanding problem, it is clear that there is not a simple mechanism that exists in government to deal with a small agency seeking funding for ongoing issues. The Service will continue to work with the Office of the Minister of Justice, the Department of Justice, as well as with other central agencies, such as the Treasury Board Secretariat (TBS) and the Privy Council Office (PCO) to attempt to permanently resolve this matter.

No amount is included for the operating budget carry-forward, pay list shortfalls, variance in Employee Benefit Plan (EBP) percentage or compensation under any newly signed collective agreements.

2010-2011:

Some of the major changes include:

$3.7M decrease, sunset funding in 2009-2010 to implement Bill C-3, *An Act to amend the Immigration and Refugee Protection Act.*

$0.1M decrease due to a government-wide cut for the efficiency savings.

2011-2012:

The $0.1M decrease is due to a government-wide cut for the efficiency savings.

Voted and Statutory Items

($ millions)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2008–09 Main Estimates	2009–10 Main Estimates
1	Operating expenditures	51.6	55
5	Grants and contributions		
(S)	Contributions to employee benefit plans	6.2	6.1
	TOTAL	57.8	61.1

The $3.2M variance between the two years is due to:

Funding to implement Bill C-3, *An Act to amend the Immigration and Refugee Protection Act*	$3.7
Sunset funding for activities to implement the *Public Service Modernization Act*	($0.3)
Adjustment to the Employee Benefit Plan (EBP) contribution percentage	($0.2)
Total variance	**$3.2**

Section II — Analysis of Program Activities by Strategic Outcome

Program Activity 1:

Registry Services

Program Activity Description

The Registry Services Branch processes legal documents and applications for judicial review under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. It also ensures proper court records management and adequate operation of the litigation and court access process.

The Service provides registry services through ten points of service across Canada and has negotiated Memoranda of Understanding with several provincial and territorial bodies for the receipt of court documents and use of courtrooms in eight additional locations.

In addition to registry points of service, the Branch includes a Modernization group that continues to work closely with Information Technology staff to develop a new common Case Management System that will incorporate technologies such as scanning of documents, electronic filing, electronic receipt of facsimiles and digital audio recording within the courtroom and that will eventually allow for complete electronic files for all courts. This group also includes an Operational Training division that provides customized in-house courses to Registry staff on the jurisdiction, rules and procedures of the various courts. A separate unit is responsible for the quasi-judicial function of assessment or taxation of costs awarded to parties.

Program Activity 1: Registry Services					
Human Resources (FTEs) and Planned Spending ($ millions)					
2009–10		**2010–11**		**2011–12**	
FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
307	$26.3	307	$25.8	307	$25.7

Program Activity Expected Results	**Performance Indicators**	**Targets**
Awareness and understanding of the litigation processes in order to ensure that the public and parties have access to the Courts.	Satisfaction rate regarding the quantity and quality of information products.	To be determined based on baseline results Improvements in subsequent years
Access to the Courts through decentralized registry services.	Number of recorded entries per region Number of hearings per region	To be determined based on baseline results Improvements in subsequent years

Complete files at the time of hearings.	Satisfaction rate of the judiciary and clients with respect to the preparation of files by the registry before the hearing	To be determined based on baseline results Improvements in subsequent years

Planning Highlights

In 2009-2010, in a joint effort with the IT Division, Registry Services will complete the development and implementation of the new common Case Management System to support the four courts. It will replace two existing legacy systems in place prior to the creation of the Courts Administration Service. The common system will provide a common look and feel for Registry staff while meeting the unique needs of the individual courts. This will be a key milestone towards the ultimate objective of having the capacity to maintain complete electronic versions of the official court files.

A comprehensive plan to identify all necessary steps in moving towards complete electronic files will be developed in 2009-2010 and will include strategies to increase the volume of e-filed documents and build on lessons learned from key initiatives such as electronic distribution of decisions, e-faxing, e-scanning, and digital audio recording of courtroom proceedings. A plan will also be developed in conjunction with the IT Division to equip our courtrooms with state-of-the-art technology.

A review of current registry processes across the four courts, and a review of resource levels and distribution of staff across the country is currently underway and will continue throughout 2009-2010. The objective is to harmonize workflows and improve our service delivery while respecting the individual needs of each court. As well, Registry Services will undertake a review of its operational training program and develop improved training tools and methodologies to allow staff to provide better client service. Finally, in an effort to constantly improve our service delivery, service standards will be developed, implemented and monitored across the country and client satisfaction will be measured through the use of surveys.

Program Activity 2:

Judicial Services

Program Activity Description

The Judicial Services Branch provides direct support to all the Judges through the efforts of judicial assistants, law clerks, jurilinguists, chauffeurs and court attendants, and library personnel. The services provided include research, documentation, revision, editing, and linguistic and terminological advice, the object of which is to assist the judges in preparing their judgments and reasons for judgment.

Program Activity 2: Judicial services					
Human Resources (FTEs) and Planned Spending ($ millions)					
2009–10		**2010–11**		**2011–12**	
FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
196	$19.3	196	$19	196	$19

Program Activity Expected Results	**Performance Indicators**	**Targets**
Judges have the tools and resources they need to perform their functions	Satisfaction rate of judges concerning the services provided	To be determined based on baseline results Improvements in subsequent years
Members of the bar, key stakeholders and the public receive information concerning the status of proceedings, judgments rendered and court operations	Demonstration of interest on the part of the groups concerned: presence at open houses, visits to Web site and number of requests for brochures	To be determined based on baseline results Improvements in subsequent years
Establishment of a communications network with members of the bar and key stakeholders in order to understand their concerns	Number of meetings Number of recommendations Number of participants	To be determined based on baseline results Improvements in subsequent years

Planning Highlights

Judicial Services will undertake a comprehensive review of its library collections in 2009-2010. With changing demographics, judges and Law Clerks increasingly make use of electronic collections and research tools and it is hoped the number of hard-copy subscriptions can be reduced. This would allow for reduced costs and the improvement of the quality and diversity of electronic collections through reinvestment, agreements with providers of collections, reciprocal agreements with providers of collections and partnerships with other libraries.

An evaluation of the current level of prothonotary support to the Federal Court will be a priority in 2009-2010. Prothonotaries perform judicial functions that facilitate efficient case management within that Court. Their responsibilities include mediation, case management of specific files, practice motions, and issuing directions from the Court. Should the evaluation result in a recommendation for the creation of one or more additional prothonotary positions, a business case will be developed.

The Branch will also review the existing Law Clerks Program to ensure it continues to meet the objectives of 1) providing timely and effective research support to the judges, and 2) providing high quality articling opportunities to law students from across the country. This will include promoting the program in Canadian law faculties through judges' visits and information brochures, soliciting feedback from past and present law clerks on the value of the program, interviewing judges with respect to their needs and expectations for timely service, reviewing the number of Law Clerk positions and how they are managed and developing a policy on travel by Law Clerks to special sittings outside the NCR.

Program Activity 3:

Internal Services

Program Activity Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not those provided specifically to a program.

Program Activity 3: Corporate / Internal services					
Human Resources (FTEs) and Planned Spending ($ millions)					
2009–10		**2010–11**		**2011–12**	
FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
127	$15.8	127	$12.8	127	$12.7

Planning Highlights

Internal Services will develop and implement a National Security Strategy for the courts and the Service over the next two planning years. This will address concerns about the level and consistency of security measures in place in courtrooms and in Registry offices across the country. A key element of the Strategy is the development of a Security Policy Framework for the organization, which will be rolled out in 2009-2010.

A National Accommodation Strategy will be developed to support, in part, the recent identification of the Thomas D'Arcy McGee Building as the long-term accommodation solution for the Service in the National Capital Region. Consolidation of operations across five locations in the NCR will take place over several years as space becomes available.

The Human Resources Division will continue to move forward with policies and initiatives related to the *Public Service Modernization Act* and the People Component of the Management Accountability Framework (MAF). Those planned or already underway include the introduction of *HR Online*, development of a learning strategy, knowledge and talent management work on succession planning, development of core competency profiles, and an employment equity and diversity strategy.

The IM/IT Division will continue to support the development and introduction of a number of technologies by the Registry Services branch to modernize their case management and related systems. This entails work on the common Case Management System and its sub-projects such as e-filing, e-faxing, e-scanning and digital recording.

The latter is also a sub-project of the e-courtroom initiative where solutions such as wireless Internet access and evidence display system will be looked at.

With a view to strengthening its internal management capacity, integrated human resource and business planning has been introduced across the Service and will be strengthened in 2009-2010. The Service recently developed both HR and operational plans and will develop and roll out a formal, integrated risk management framework in 2009-2010.

Section III: Supplementary Information

List of Supplementary Information

Table – Sources of Non-Respendable Revenue

For supplementary information on the department's sources of Non-respendable revenue please visit: http://www.tbs-sct.gc.ca/estsd-bddc/index-eng.asp.

Other Items of Interest

Contacts for Further Information

Further information on the strategic planning portion of this document can be obtained by contacting:

Alan Ritchie
Director, Corporate Secretariat
Courts Administration Service
Ottawa, Ontario
K1A 0H9

Alan.Ritchie@cas-satj.gc.ca

Further information on the financial portion of this document can be obtained by contacting:

Paul Waksberg
Director General, Finance and Contracting Services
Courts Administration Service
Ottawa, Ontario
K1A 0H9

Paul.Waksberg@cas-satj.gc.ca